

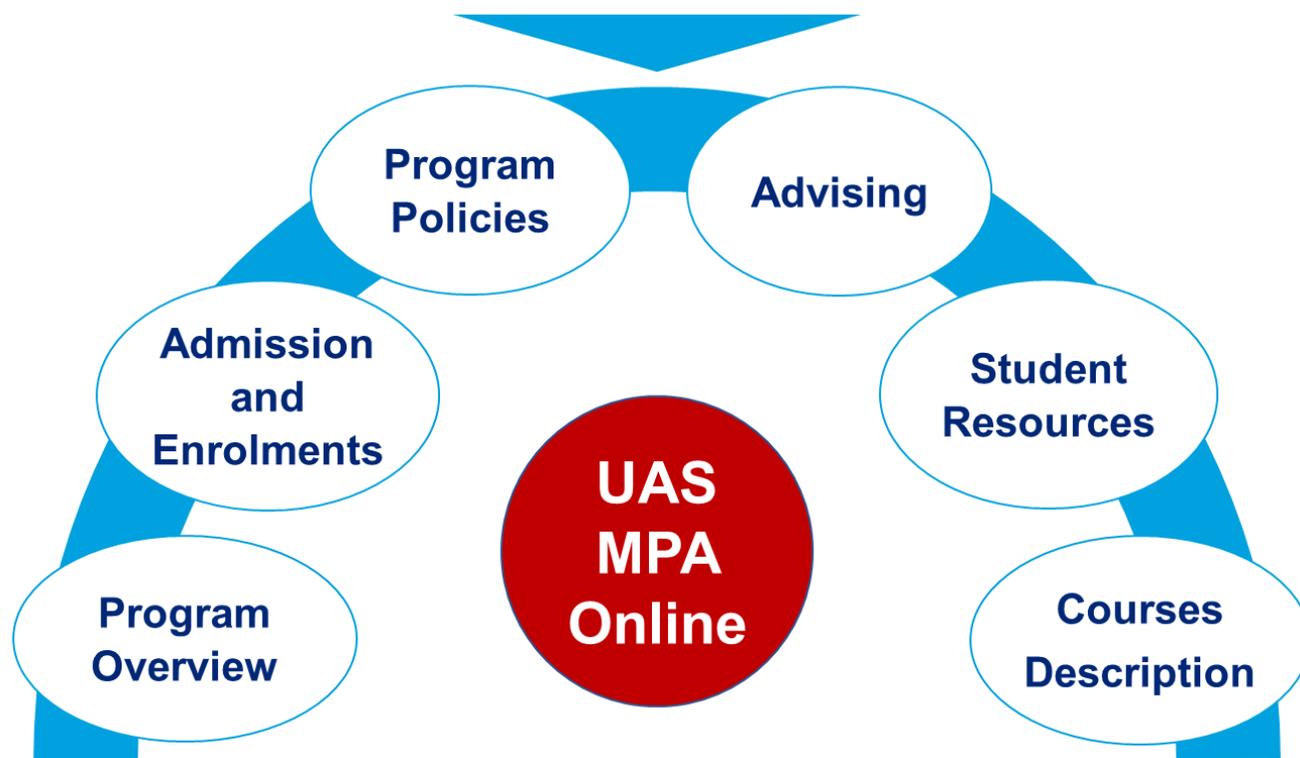


UNIVERSITY of ALASKA SOUTHEAST

School of Art and Science - Business and Public Administration Department

Master of Public Administration Program

AY 2019-2020



MPA GRADUATE STUDENT HANDBOOK

April 2019

Letter from the Master of Public Administration (MPA) Program Coordinator and the MPA Team

Welcome to the MPA Program in the Academic Year 2019-2020 at UAS.

This handbook provides students in the Master of Public Administration Program with helpful information and guidance needed to successfully complete their degree.

This MPA student handbook describes our program's mission, values, program's learning goals, and student learning outcomes, as well as the requirements and various procedures established for candidates for the MPA degree. It is supplemental to policies, procedures, and requirements found in the UAS Academic Catalog and other official university policy statements.

The Master of Public Administration program at the University of Alaska Southeast began in 1972. Since then, program development has gone through several distinctive phases and has become Alaska's state-wide online MPA program, including students from Yukon Territory. The last program redesign was implemented in AY 2017-2018, with a new curriculum, new concentrations, a new six-year sequence, and improved courses' content and eLearning delivery methods. This redesign is the result of comprehensive efforts to addressing changes in the professional and economic environment, identify market trends, and to meet specific needs related to non-traditional students and adult learning. Consequently, the MPA team re-defined the program strategic elements, including the program mission, professional value, program goals and the student learning outcomes at the program and course levels.

You are certainly excited and passionate about this educational journey that should equip you with a new and advanced knowledge, skills, building valuable competencies for the present and future job market. You are pursuing then MPA program as a stepping stone for the next stage of your public service career. Many of your MPA colleagues and graduates already successfully did it, facing more opportunities for competitive positions in local, state, and federal agencies, as well as nonprofit and non-government organizations (NGOs) in the US and around the world.

We are excited too. It is our passion for teaching and the public administration profession that drives our MPA team to improve our courses and instructions quality. Currently, we have 180+ students in our program, with admission growing. We are proud of our program and we are excited to have you join our diverse MPA family of students, staff, faculty, and alumni in Alaska and Yukon Territory. It is an opportunity for a great professional networking and lifelong connection that you are making.

We encourage your feedback on our courses, assignments, instructions, and other aspects of the program as well. On behalf of the faculty and staff, I wish you much success and joy in your MPA program educational journey, learning experience, and the next stage of your career.

All the best,

Dr. Ljubomir "LJ" Medenica
The MPA Program Coordinator and Assistant Professor

The University of Southeast Alaska,
School of Art and Science
Department of Business and Public Administration

TABLE OF CONTENTS

.....	
TABLE OF CONTENTS	3
INTRODUCTION.....	5
The Master of Public Administration Degree Program.....	5
Why Get an MPA?	5
Why an MPA is Great Educational Investment	5
Why UAS?.....	6
PROGRAM OVERVIEW	7
Program Design	7
Program Mission	7
Our Service Values.....	7
Program Goals: Developing Workplace Competencies	7
Program Level Student Learning Outcomes	8
Accreditation.....	8
How We Teach: The Live Classroom	8
ADMISSION.....	10
Registering for Courses.....	10
Getting Started After Registering for your Classes	11
Apply for Admission	12
Tuition and Fees	13
Various Forms	13
DEGREE REQUIREMENTS	14
MPA Concentrations.....	14
Student Learning Outcomes.....	16
Planning Your Degree.....	16
PROGRAM POLICIES.....	17
Attendance Policy	17
Academic Probation.....	17
Grades & Grade Guidelines	17
Incomplete Policy	17
Plagiarism Policy	18
Title IX Policy	18
STUDENT RESOURCES.....	19
Advising.....	19
Disability Support Services.....	19

Facebook Group	19
Financial Aid	19
UAS Egan Library	20
Technology & Help Desk	21
ATTACHMENTS	22
MPA Courses & Course Descriptions	23
2-Year Plan for MPA Degree Completion	27
4-Year Plan for MPA Degree Completion	28
Form for the Recommendations	29

INTRODUCTION

The Master of Public Administration Degree Program

The Master of Public Administration (MPA) is a professional management degree for those individuals interested in public service careers. The MPA deals with management under current political realities and public interest goals. The MPA is designed to assist students in developing the skills and techniques used by leaders and managers to design, implement and evaluate policies, projects, and programs that promote ethical democratic governance while addressing organizational, human resource, and budgetary challenges.

Why Get an MPA?

Whether you are in the midst of your career or just out of college, a graduate school might be the next step for you to pursue. This may be one of the most important decisions of your professional life. Part of the decision is weighing the short-term costs of graduate studies against long-term benefits. As more and more people acquire undergraduate degrees, the top positions in organizations are being filled by individuals who have further developed their understanding of their field through a master's degree.

Why an MPA is Great Educational Investment

- The public sector plays a vital role in the economies of both Alaska and the Yukon Territory.
 - One-fifth of Alaska's GDP and over a third of Yukon's is directly due to the public sector.
 - Over a quarter of Alaska's employment and over forty percent of Yukon's is provided by the public sector.
- For many businesses, the public sector is the largest customer base around!
 - Whether you work for yourself, a business, or in the public sector, understanding how government works will be critical to your success.
- The public sector builds the key social and economic infrastructure that makes Alaska and Yukon such wonderful places to live:
 - There are fantastic career opportunities in a wide range of areas such as technology and telecommunications, transportation, energy, natural resources, education/training, and social services.
 - Having an MPA will help you develop your career in these and other areas.
- Networking is an important part of career development.
 - In the MPA program, you will have the opportunity to meet public sector leaders from across Alaska and Yukon.

- You can learn about many different areas within the public sector with other graduate students from Alaska and the Yukon Territory
- Your contacts can help you be more effective in your job and help develop your career.
- You can make a difference
 - The MPA program teaches the value of community and the importance of public service.

Why UAS?

The MPA at the University of Alaska Southeast (UAS) is tailored for busy public and non-profit managers who seek to enhance their credentials and broaden their horizons. The UAS MPA program comes to you where you live and work in Alaska and the Yukon Territory and is delivered through live classes streamed over various internet technologies (anywhere students have access to a high-speed Internet connection). The program combines the relationships and structure of the traditional classroom with the accessibility of a distance-delivered program to create a stable, supportive, and high-quality education.

PROGRAM OVERVIEW

Program Design

The MPA degree prepares students for leadership at all levels of government and in non-profit organizations. It is designed for working professionals who seek to increase knowledge, competences, workplace skills and credentials in public administration. The MPA program combines the relationships and structure of the traditional classroom with the accessibility of a distance-delivered program to create a stable, supportive, and high-quality education. The MPA program is committed to practitioner-oriented instruction, flexible and convenient e-Learning, and offering courses relevant to students in the State of Alaska and the Yukon Territory.

Program Mission

The MPA program creates a community of leaders who network across the State of Alaska and the Yukon Territory to address the organizational and managerial issues in the public and non-profit sectors through the practical application of innovative problem-solving strategies. The program helps to develop the skills and knowledge necessary for public administration leaders to address current local, state and national issues and to help citizens shape the future of governance in Northern communities.

Our Service Values

The core public service values of the MPA are reflected in the five commitments articulated in the Code of Ethics of the American Society for Public Administration (ASPA):

1. Serve the Public Interest
2. Respect the Constitution and the Law
3. Demonstrate Personal Integrity
4. Promote Ethical Organizations
5. Strive for Professional Excellence

Program Goals: Developing Workplace Competencies

UAS MPA program learning goals are based on the program mission, our public service values, and competencies required by professional standards (NASPAA – Network of Schools of Public Policy, Affairs, and Administration). The MPA curriculum is developed to include required competencies in five domains, including the ability to:

1. Lead and manage in public governance;
2. Participate in and contribute to the policy process;

3. Analyze, synthesize, think critically, solve problems and make decisions;
4. Articulate and apply a public service perspective;
5. Communicate and interact productively with a diverse and changing workforce and citizenry.

Program Level Student Learning Outcomes

Upon graduating from the UAS MPA program, students will be able to learn, value and demonstrate the following:

1. Identify and analyze a current issue in public policy or public administration topic through the integration of relevant theory and practice.
2. Integrate knowledge across public administration areas and select and apply appropriate frameworks to identify and address public administration problems and or opportunities.
3. Examine specific topics in public administration through the lens of core MPA program areas, especially addressing the interconnected nature of public organizations.
4. Integrate findings on democracy including the political environment and civic engagement, using multiple perspectives and praxis as a framework to analyze a public program or organization.
5. Demonstrate professional writing skills, effective communication, and the ability to present, using best practices in public administration.

Student learning outcomes (SLOs) for specific courses are aligned with the PLOs.

Accreditation

The University of Alaska Southeast is accredited by the Northwest Commission on Colleges and Universities (NWCCU). The UAS MPA program is an Institutional Member of the National Association of Schools of Public Affairs and Administration (NASPAA). Institutional Membership provides for access to their resources, the ability to seek their guidance and to align evaluation of the UAS MPA program with national standards. Due to the size of the UAS MPA program, we are ineligible for national accreditation with NASPAA.

How We Teach: The Live Classroom

MPA classes are webcast in Alaska and the Yukon Territory through Adobe Connect. Each week students participate in a live, dynamic classroom, interacting with faculty and students from across the regions. Each class meets once a week from 6:00 – 8:45 pm Alaska Standard Time (AKST). Broadband (DSL/Cable) is highly recommended for TV quality video. Dial-up is not sufficient for most students' needs. Refer to the Technology & Help Desk section for information about required technology.

UAS Online & Blackboard

UAS Online - www.uas.alaska.edu/online serves as the main portal for current students, providing access to Blackboard and UAS courses home sites, in addition to resources, student portfolios, and a personalized dashboard.

Once logged into UAS Online the main page provides a link to the course home sites for classes a student is registered for in a given semester and an archive of all classes the student has taken in the degree. It should be noted that if the student bookmarks the individual page of the course, they may not have full access to all of the changes that take place in that course within a given semester.

By clicking on the link for course home sites a student is connected to Blackboard. Blackboard is a course management system. This is the primary method for instructors in the program to communicate course expectations to their students. Blackboard provides students access to the course syllabus, class assignments, class announcements and a variety of other resources throughout the semester.

Students will be required at the beginning of every semester to access their course home site to provide their current contact information. The e-mail address listed in the student's profile on Blackboard is the primary way instructors will communicate with students. Students are responsible for providing current information in order for instructors to disseminate pertinent course information.

The UAS MPA degree provides the unique opportunity of students having access to an archived recording of every class they have taken in their degree. Every class offered in the program is recorded and archived on its respective Blackboard website. This provides the student with the opportunity to access classes and review content as needed.

The course home site is also the portal where students will access the "live" classroom (Adobe Connect) and participate in weekly discussions with fellow classmates.

ADMISSION

The UAS MPA program is available to students in Alaska and the Yukon Territory. Although the program is delivered online, the Alaska specific content and the synchronous courses offered in the AKST time zone makes the program less appropriate for students in the contiguous United States.

Admission to the Master of Public Administration degree requires successful completion of a Bachelor's degree in any discipline. Prospective students will not be penalized for low GPAs. The Admissions Committee reviews the complete application packet submitted by the student to determine admission status. Work experience demonstrated on a resume and a statement of professional objectives is taken into consideration. Standardized tests, such as the GRE or GMAT are not requirements for admission to the UAS MPA degree program.

The UAS MPA program allows students to take up to two courses before applying to the program to ensure the degree applies to the student's future plans. Admission to the program must be completed prior to registering for the third course in the degree program. Students are advised to take PADM 601 Introduction to Public Administration as one of the first two classes in the degree. PADM 601 Introduction to Public Administration provides a general overview of the core courses offered in the degree as well as an introduction to the technology and electronic library used throughout the program.

Registering for Courses

Students are required to consult with the MPA Program Coordinator or a faculty member prior to registering for courses. After receiving approval students will be cleared to register for courses online at UA Online - <http://uaonline.alaska.edu/>.

Online registration will require a UA Student ID # and department approval.

- To obtain a UA Student ID #, if you do not already have one, first apply as a "non-degree seeking" student through [UAOnline](#) (choose: Apply for Admission). Once you have finished your full online application, an instruction page will appear - explaining how to login to [UAOnline](#) immediately. After 48 hours, a student ID number will be generated, and you will then login using that number. If you prefer, a course registration form is available in the Attachments. Complete this form, scan, and email to mpa@uas.alaska.edu or fax to (877) 465-6549 Attn. MPA Program.
- You may register for classes up to several months before class begins, however, all students in the degree program must obtain department approval in order to be cleared to register for courses.

Payment of tuition is not required until the semester starts. Late registration fees are assessed to those registering after the beginning of classes.

Getting Started After Registering for your Classes

Accessing UAS Online & Blackboard

Your UAS computer account will be created within 24 hours after you register for classes (or apply for admission). At that time, find your UAS user ID, password, and student number at [ELMO](#). Your user ID and password are for UAS Online. Your student number is permanent and accesses your University records at [UAOnline](#). Click on [UAS Online Navigation](#) to listen to a tutorial of the UAS Online course management system.

After you log in to [UAS Online](#), you will see links to the classes for which you are registered. First click on "edit options" button for your personal profile, upload a current picture of yourself and edit the email address to the account where you wish to receive University email. You automatically receive a UAS email account.

When you edit your email profile, all messages to your UAS account will be forwarded to your preferred account. Click this link to find more information about your [UAS email account](#). Now go to your course home site to view the required textbook(s) and read any messages from the instructor.

Order Books

After logging on to the course home site at UAS Online, there will be a list of the books required for your class. You must order your own books. MBS is our preferred provider, but you are not required to use them. For your protection, order by ISBN number (located on MBS web site) to ensure you have the correct book and edition when ordering from another bookseller. MBS book orders can be placed by phone, mail, or online. Students should place their orders early (generally 7 to 10 days before class starts) to allow time for shipping.

To contact MBS directly:

Phone: 1-800-325-3252
Online: <http://direct.mbsbooks.com/ualaska.htm>
Mail: MBS Direct
PO Box 597
Columbia, MO 65205

Apply for Admission

Applications to the MPA program are accepted year round. Applicants must complete the admission process by the end of the term they've applied for or contact the UAS Admissions office to postpone admittance.

- ✓ Submit an online application and application fee. The online application can be found at [UA Online](http://uaonline.alaska.edu) <http://uaonline.alaska.edu>. Upon accessing the UA Online, page click on [Apply for Admission or Check on Status of Application](#). From there follow the links for whether you are a [Current/Prior Student](#) or [New Student](#).
- ✓ Submit your official academic transcript showing the completion of a baccalaureate degree. To obtain your official academic transcript contact the university from which your degree was granted and request that they send an official transcript to the UAS Admissions office (address listed below).
- ✓ Submit a current Professional Resume or Vitae
- ✓ Submit a statement of professional objectives (approximately 1,000 words) describing past public and/or non-profit experiences, outlining your professional goals and stating how the MPA program will help you achieve your professional objectives. Please reference all four of the questions below in your statement. Remember the statement is a formal academic essay. You will not just list the questions and respond; you will need to address the questions in the content of a cohesive essay discussing your professional goals.
 - Please describe your academic background. Make sure that you discuss any course work that would have prepared you for Master's level courses in Public Administration.
 - Please describe any experience you may have had in public administration (including non-profit administration).
 - Please explain why you want to pursue an MPA including how the degree would influence your career path.
 - How did you hear about the UAS MPA program?
- ✓ Submit three professional or academic references.

Submit materials electronically to uas.mpa@alaska.edu or sent to:

Department of Business and Public Administration (907) 796-6459 (Fax)
 ATTN: MPA Admission 1 (800) 465-6549
 University of Alaska Southeast
 11120 Glacier Highway
 Juneau, Alaska 99801

Tuition and Fees

The tuition and fees students will be responsible for will depend on the number of classes taken in a given semester. For a schedule of tuition and fees, please refer to the [UAS Academic Catalog](http://www.uas.alaska.edu/catalog/) - <http://www.uas.alaska.edu/catalog/> for the current academic year and reference the Fees & Expenses section. Additional information is available at [UAS Financial Aid](http://www.uas.alaska.edu/financial_aid/) (www.uas.alaska.edu/financial_aid).

Tuition prices vary, based upon a student's Resident or Non-resident status. The Resident tuition rate applies to State of Alaska, Yukon and Northwest Territory residents. The Non-resident tuition rate applies to all other students. Non-residents may take up to 4 credits per semester at the resident rate; however, additional credits will cause all credits, including the first four, to be re-assessed at the non-resident rate.

Various Forms

Various registration graduation, transcripts and miscellaneous forms are posted by the UAS website.

Use the following link: <http://www.uas.alaska.edu/registrar/forms.html>

DEGREE REQUIREMENTS

The UAS MPA requires 36 credits consisting of eight core classes, three electives, and a final Capstone class.

Core Classes (21 credits)

PADM S601 – Introduction to Public Administration	3 credits
PADM S604 – Research Methods in Administration	3 credits
PADM S614 – Public Policy and Accountability	3 credits
PADM S616 – Leadership	3 credits
PADM S622 – Human Resource and Organizational Development	3 credits
PADM S628 – Public Financial Management	3 credits
PADM S688 – Program Evaluation	3 credits

Capstone (3 credits)

PADM S690 – Public Administration Capstone	3 credits
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Electives (12 credits)

To be determined by the student and approved by their Advisor. Students may transfer Electives from other graduate management/administration programs upon approval from the MPA Director.

MPA Concentrations

In addition to the required core classes, MPA students must take four electives. UAS offers a number of choices for students to fulfill the elective requirement. A list of courses and course descriptions, including electives offered can be found in the Attachments.

Students have the option to use those four electives to earn an MPA general concentration or to pursue a special concentration in Natural Resource Policy, Municipal Governance, Higher Education Administration and Rural Development.

General Concentration

The MPA provides many opportunities for students to advance in their professional development. The general concentration is designed to give students freedom in choosing electives that best fit that development.

In this concentration, students can choose for their 12 elective credits any of the electives that are offered in the program. This allows students to define and develop their own plan that meets their current and future needs to be successful in their professions.

Natural Resource Policy (12 credits)

The Natural Resource Policy concentration addresses the need for professional management training in Alaskan natural resources and environmental management issues. Alaska with its abundance of natural resources and concomitant management issues are uniquely Alaskan as addressed in the State Constitution need unique management and sustainable solutions which this concentration provides. This program also supports and builds upon UAS's strong undergraduate natural sciences and in particular the Environmental Studies program.

PADM S635 – Natural Resource Policy	3 credits
PADM S637 – Local and Global Sustainability	3 credits
PADM S638 – Sustainable Energy and Environment	3 credits
PADM S639 – Adaptive Management	3 credits
PADM S640 – Food Security and Sustainability	3 credits
PADM S642 – Climate Governance in the North	3 credits

Higher Education Administration (12 credits)

The Higher Education emphasis in the MPA program prepares individuals to engage with critical issues in higher education through the acquisition of analytical and critical thinking skills and knowledge of the application of theory in organizational development, policy and law and historical and contemporary issues in higher education.

PADM S651 – Introduction to Higher Education	3 credits
PADM S653 – Organizational Development in Higher Education	3 credits
PADM S655 – Higher Education and Public Policy	3 credits
PADM S657 – Higher Education Law	3 credits

Municipal Governance (12 credits)

This concentration focuses on the role and responsibilities of municipal government in a polycentric context by examining the authorities and overall mission and delivery of local services such as strategic management, the role of the city manager, land use planning, public safety, and financial management. Adaptation and resilience concepts applied to rural and non-rural communities in Alaska and Yukon will be emphasized.

PADM S641 – Land Use Planning and Resilient Communities	3 credits
PADM S642 – Climate Governance in the North	3 credits
PADM S643 – Role of the City Manager	3 credits
PADM S645 – Municipal Governance	3 credits

Rural Development (12 credits)

The Rural Development concentration has a special focus on the needs of indigenous and other rural communities, including management of tribal governments, community organizations, and indigenous-controlled profit and non-profit corporations. Coursework for this concentration is offered by e-Learning technologies through the Rural Development program at the University of Alaska Fairbanks. Students interested in this concentration should contact the UAS MPA Program Coordinator at 907-796-6303 or the UAF Alaska Native Studies and Rural Development Program Advisor at 907-474-5293.

Recommended Courses:

- RD F601 Political Economy of the Circumpolar North
- RD F651 Management Strategies for Rural Development

12 credits to be selected in consultation with the UAF Rural Development Advisor and MPA Program Coordinator.

General Electives

Among many courses that can be accepted as electives, the MPA program is also offering some actual and specific topic as electives:

PADM S625 – Economics and Public Policy	3 credits
PADM S661 – Social Entrepreneurship	3 credits
PADM S662 – Governing Nonprofit Organiz. and the Board of Directors	3 credits
PADM S663 – Marketing for Nonprofit Organizations	3 credits
PADM S676 – Political Leadership and Civility	3 credits
PADM S693 JD1 – ST: Ethics in Public Administration	3 credits
PADM S693 JD2 – ST: Employment Law in the Public Sector	3 credits
PADM S693 JD3 – ST: Selected Topics in Public Administration	3 credits

In addition, the student can earn credit through the internship program, such as a legislative internship.

Student Learning Outcomes

Student learning outcomes (SLOs) for each PADM course and at the program level are posted on the Provost website:

<http://www.uas.alaska.edu/Curriculum/docs/SLOs/graduate/PADM%20Graduate%20SLO.pdf>

Planning Your Degree

There is no mandatory order of classes that students will take, however, there are course sequencing issues that should be paid attention to.

Students should keep in mind that the average amount of time expected to be devoted to a single class per week is between 12 and 15 hours. Depending on the family, work and other obligations students may have you will have to budget your time well.

Upon entering the degree, students should meet with the MPA Program Coordinator or their Faculty Advisor to create a tentative degree plan. This plan is structured to enable students to create an individualized roadmap to keep track of what classes they will need to take that will account for course sequencing. An individual degree plan that will help to ensure the most productive course of action for persistence to graduation.

The suggested 2-year or 4-year Plan for MPA Degree Competition are included in the Appendix.

PROGRAM POLICIES

Attendance Policy

It is understood that UAS MPA students operate in a unique environment. Whether students reside in Alaska or the Yukon Territory they are frequently called upon to travel for their jobs. Given these circumstances, it is beneficial for the student to be able to access certain classes they may have to miss. Recordings of classes are archived on the course home site in Blackboard. Students who may have to miss a class are responsible for viewing the entire missed class and submitting the required course content. While we understand that this is a convenient way for students to access classes they miss, it is the policy of the MPA program that students attend the majority of their 'live' classes. If you are going to miss a class for whatever reason you will be responsible for all material covered.

Academic Probation

If a student's graduate program grade point average drops below 3.00, the student will automatically be placed on academic probation. Once the student has been placed on academic probation they have 2 semesters to raise the GPA to 3.00. If the student fails to raise their GPA in 2 semesters the student will be removed from the program and will have to reapply for admission. Terms and conditions of the probation are determined by the advisor in conformance with UAS graduate study requirements. These may include specific conditions and/or credit limitations that the student must meet during his/her next enrollment at UAS. When the student is removed from academic probation, the student should contact his/her advisor to reapply for advancement to candidacy.

Grades & Grade Guidelines

Grades are accessed through [UA Online](http://uaonline.alaska.edu) at <http://uaonline.alaska.edu>. View the University's Official Grading Policies in the [UAS Academic Catalog](#) under Academic Regulations.

Incomplete Policy

Incompletes (I) are discouraged. They may be offered, at the discretion of the instructor, to students who have completed a majority of their coursework with a passing grade, but due to unforeseen circumstances need more time to complete their final assignments. Students desiring an incomplete must file a [course completion contract](#) with their instructor specifying when they will complete their work and what grade will be recorded if the prescribed work is not completed by the contract deadline. Additional information regarding incomplete grades can be found in the [UAS Academic Catalog](#).

Plagiarism Policy

Plagiarism is the use of others' written or oral material without attribution or citation. Verbatim material should be enclosed by quotes and cited with the page number. Paraphrased or support material should be correctly cited. The University of Alaska Board of Regents Policy P09.02.02 on Student Rights and Responsibilities states: "Disciplinary action may be initiated by the university and disciplinary sanctions imposed against any student or student organization found responsible for committing, attempting to commit, or intentionally assisting in the commission of cheating, plagiarism, or other forms of academic dishonesty;"

View Indiana University's helpful plagiarism guide - www.indiana.edu/~wts/pamphlets/plagiarism.shtml

Title IX Policy

Title IX is a federal law prohibiting sex discrimination in educational institutions receiving federal funding. While the two most common applications of the law are towards athletics and sexual harassment, Title IX also applies to: admissions, financial aid, academic matters, career services, counseling and medical services, and hiring and employment.

All members of the university community, guests and visitors have a right to be free from sexual misconduct. Sexual misconduct includes but is not limited to sexual harassment, sexual assault and other forms of sexual violence. If you have concerns or need to report an incident, please contact a Title IX Coordinator or Investigator.

For more information about Title IX at UAS or to make a report, please select the Reporting Tab on the UAS Title IX webpage (<http://www.uas.alaska.edu/policies/titleix.html>) or contact the Title IX Coordinator at 907-796-6036 or laklein@alaska.edu.

Current Title IX Policies (see UAS Title IX webpage):

- [UA Board of Regents Policy and Regulation 01.02.02: Nondiscrimination and Title IX Compliance](#)
- [UAS Notice of Nondiscrimination](#)
- [UAS Anti-Harassment Statement](#)

STUDENT RESOURCES

Advising

We encourage all prospective students to meet with the MPA Program Coordinator or Faculty Advisor for academic advising prior to registration. It is highly recommended that admitted students communicate frequently concerning their degree plan.

Disability Support Services

No otherwise qualified individual will be denied reasonable access to, participation in, or the benefits of, any program or activity operated by the University of Alaska because of disability. (See the University of Alaska Policy on Disabilities). Students with documented disabilities must make an appointment with the DSS coordinator at the start of each semester to determine if academic accommodations are necessary. Qualified students will receive a faculty notification letter outlining necessary academic accommodations. For more information contact [Disability Support Services](#) at (907) 796-6400 or by emailing disability.support@uas.alaska.edu.

Facebook Group

New and current students are invited to join the UAS MPA Program Facebook Group, www.facebook.com/groups/uasmpa/. The Group will provide information on courses and schedules, reminders of important dates and deadlines, sharing of students news and accomplishments, and serve as a place to sell and buy textbooks from each other. We also hope the Facebook Group will provide an opportunity for further connection between our students across Alaska and the Yukon Territory.

Financial Aid

The University of Alaska Southeast is committed to providing the best possible financial aid customer service to our students and their families. Graduate students are required to carry at least six credits a semester to qualify for financial aid. For more information about financial aid options please contact a Financial Aid Advisor with the [UAS Financial Aid Department](#) at (907) 796-6255 or by emailing finaid@uas.alaska.edu.

UAS Egan Library

The Egan Library on the UAS campus provides a number of different avenues for distance students to access most of the resources provided at the on-campus site. Students in the MPA program have access to journals and books through both an online delivery and also through an interlibrary loan program.

The online journal searches provide students access to almost all journals subscribed to by the main UAS campus library. In addition, students have access to over 20,000 books via the Electronic Books program. An interlibrary loan system is a free service provided that allows students to order books or journal articles and have them shipped to the student's home. This vast network of libraries helps to create an environment of open access to hard to find materials and ensures that those students in the distance communities have access to the resources necessary to complete the degree.

For more information please visit the [UAS Egan Library](http://www.uas.alaska.edu/library) website at www.uas.alaska.edu/library.

Students can contact the Egan Library Reference Desk with any questions they may have concerning resources that are available. Please call 907-796-6502 (Local) or 877-465-4827 (Toll-Free).

Students can also contact [Jennifer Ward](#), Outreach Services Librarian if you have any questions concerning access to the electronic resources provided by the Egan Library. Please contact Jennifer at 907-796-6285 (Local) or 877-465-4827 (Toll-Free).

There is also a quick link provided on the Egan Library home site titled "[Ask a Librarian](#)". Here you will be able to ask questions that will be answered by one of the Egan Library librarians. The library staff is very good at responding back to students so please access this resource for questions you may have.

Technology & Help Desk

Tips for Setting up Your “Live Classroom”

Before MPA courses begin to take time to set-up your “live classroom”. You will want to dedicate space, free from distractions at your home or office that is conducive to learning. Your “live classroom” will require an internet connected computer, preferably broadband. If the instructor has uploaded PowerPoint slides to the course home site, print them out to facilitate your note-taking. Archived classes can be accessed via the course home site.

Adobe Connect

Classes are delivered through Adobe Connect, a web conferencing platform. To participate in the web conference you will need to have Adobe Flash player downloaded to your computer. Students watch and participate in the class in real time through the video, audio, and chat options of the Adobe Connect platform. A headset with a microphone is required. If you plan to take numerous e-Learning courses, purchasing a quality headset would be a useful investment.

IT Help Desk

The UAS IT Services Department provides technical support and information via the Help Desk. Please contact the staff at the Help Desk for all of your technology and computer setup questions. The Help Desk staff can be contacted at 1-877-465-6400 and uas.helpdesk@alaska.edu.

ATTACHMENTS

- **MPA Courses & Course Descriptions**
- **2-Year Plan for MPA Degree Completion**
- **4-Year Plan for MPA Degree Completion**
- **Form for the Recommendations**

MPA Courses & Course Descriptions

Core Courses

PADM S601 Introduction to Public Administration (3 credits)

Introduction to the field of public administration, dealing with the scope, nature, history, current context, and basic tools in the study of public administration. Topics include the social, economic, and political environments of public administration, bureaucratic politics, power and authority, law, ethics, basic models, and comparative administration. This gateway course for the MPA program provides an introduction to graduate studies, library research skills, and a focus on written and oral communication skills.

PADM S604 – Research Methods in Administration (3 credits)

Introduces basic quantitative and qualitative methods of social science research as applied to policy and administrative problems. Addresses research design, data collection and analysis methods, interpretation and evaluation of published research.

PADM S614 – Public Policy and Accountability

Addresses the theoretical analysis and practical application of public policy, including theories of policy formation, with particular emphasis on the political environment of the public and non-profit sectors. Mixed methodologies will be addressed in the analysis of the creation, implementation, and evaluation of public policy in the context of administrative law and the construct of ethical decision making.

PADM S616 – Leadership

Provides an orientation to personal and organizational leadership in public, not-for-profit, and higher education organizations; provides for a deeper understanding of personal leadership philosophy and the development of leadership ability and skills applicable to individual practice as a public administrator.

PADM S622 – Human Resource and Organizational Development

Provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include human resources and strategic planning, leadership, motivation, rewarding behavior, managing stress, individual and group behavior, conflict management, power and politics, job design, organizational structure, decision making, communication, and organizational change and development.

PADM S625 – Economics and Public Policy (3 credits)

Examines economics both as a determinant of public policy and as a tool of the public administration. Topics include how markets allocate resources, the role of government in a market economy, market failures and responses, problems of efficiency vs. equity, and application of microeconomic tools to analysis of Alaska and national policy issues. (Special focus on public finance through the lens of behavioral economics).

PADM S628 – Public Financial Management (3 credits)

Survey the foundational principles, theory and analytics of financial management in the government, health, and not-for-profit sectors. Exploring budgeting practices, financial policies, and financial statements, the course introduces the financial decision-making and management skills required of students and practitioners in the field. Addresses federal, state, and local perspectives.

PADM S688 – Program Evaluation and Performance Measurement (3 credits)

Introduces students to the theories, concepts, and analytical tools used in the evaluation of public programs and policies. Examines conceptualization and practicality of measures that accurately evaluate performance. Explores the dynamics of evaluating program process and structure in a political environment. Prerequisite:

PADM S640 – Food Security and Sustainability (3 credits)

Provides an introduction to the complexity of food production using a systems approach and sustainability concepts. Northern food systems and sustainability and subsistence lifestyles will discuss as well as impacts of climate change, and determinants of food security. Alaskan case studies and from the Circumpolar North will be used to highlight and focus specific emerging techniques of local food productions including the history of agriculture and fisheries.

PADM S641 – Land Use Planning and Resilient Communities (3 credits)

Provides an overview of land use planning focused at the municipal level. State and national land use and resource planning will also be discussed in the context of local communities. Private lands and their own planning jurisdictions will also be examined. Common pool resource concepts and public trust will be discussed as well as the history, philosophy, legal framework, principles, and procedures used for land use planning.

PADM S642 – Climate Governance of the North (3 credits)

Climate policy in the Circumpolar North and institutional response to managing predicted and observed climate change will be examined. In the context of long-term environmental policy regional and national climate, governance plans will be discussed including the eight Arctic nations with an emphasis on Sweden, Russia, Greenland, Alaska, and the Arctic Policy Council.

PADM S643 – Role of the City Manager (3 credits)

Major issues associated with local governance and the role and challenges of the city manager, administrator, or chief of staff will be analyzed. Provide students with the skills necessary to critically analyze policy alternatives related to community leadership and management issues, specifically in northern climates and the Arctic.

PADM S645 – Municipal Governance (3 credits)

Examines the management and administration of local and regional government with an emphasis on rural and non-rural governance in Alaska and other selected circumpolar cities. A practical perspective including the responsibilities of delivering local services such as planning, public safety, financial management, project management, will be explored, integrating more recent innovative approaches such as resilient and sustainability concepts will also be discussed.

PADM S651 – Introduction to Higher Education (3 credits)

This course will provide an introduction to the field of higher education through an in-depth overview of the philosophic, political, social and economic forces that have influenced higher education throughout history while simultaneously exploring how these forces relate to issues and challenges in contemporary higher education. Students will investigate how internal and external environmental pressures are influencing how institutions of higher education function today and contemplate how issues, trends, and concerns that are emerging within the field will impact higher education institutions and systems into the future.

PADM S653 – Organizational Development in Higher Education (3 credits)

Designed for graduate students interested in the application of organizational theory in higher education to analyze institutions and to study models, methods, and processes related to organizational development, all within a framework of change management and leadership.

PADM S655 – Higher Education and Public Policy (3 credits)

An orientation to higher education administration policy analysis and translating a higher education public agenda into mission aligned strategy and policy.

PADM S657 Higher Education Law (3 credits)

Examines legal issues relevant to American colleges and universities. The course will utilize a case study approach to provide students with the fundamental knowledge of higher education law. Topics will include the legal governance of higher education, academic freedom, affirmative action and legal issues pertinent to administration, staff, faculty, and students.

PADM S661 – Social Entrepreneurship (3 credits)

Explore nonprofit organization as a mission-based and market-driven business, as a social enterprise, with entrepreneurial orientation and management. To foster new growth and effectiveness, leaders and managers in nonprofit organizations need to combine business management knowledge and skills with social sector acumen to yield a sustainable enterprise that produces both financial and social returns.

PADM S662 – Governing Nonprofit Organizations and the Board of Director (3 credits)

Explore the development of corporate governance and legal and organizational perspectives of having a governing board for nonprofits. Survey of principles, policies, and practices of corporate governance, and the distinction between governance and management. An overview of distinguishing features in the governance of nonprofits. Examine the roles and responsibilities in nonprofit governance, and the nature, function, and realities of a nonprofit board of directors. Illustrate best practices in building and running the board effectively, with special attention to issues relevant to Alaska.

PADM S663 – Marketing for Nonprofits (3 credits)

The purpose of nonprofit marketing is to have a way to develop marketing strategies, tactics, and activities employed by nonprofits to spread the message of the organization, to assist with growth, funding, and prosperity, to satisfy consumer and donor needs. Focuses on how nonprofits adapt the best business practices and tools in identifying its target market, developing marketing materials, and determining the objectives that marketing campaign should meet in a changing economic, social, and technological environment.

PADM S676 – Political Leadership and Civility (3 credits)

Focuses on the nexus between political leadership and civility. A brief review of the leadership types including examples of state and national leadership will be followed by a self-assessment exercise. Each student will be asked to develop his or her own leadership style. Will discuss political leadership and civility concepts and theory. Guest speakers may be utilized.

PADM S693 JD1 – ST: Ethics in Public Administration (3 credits)

Explore ethical issues in public administration through an examination of the philosophical foundations of Western ethics, and professional codes of ethics. Through the exploration of contemporary case studies in ethical issues such as outside employment or economic interests, gift-giving, and nepotism students will gain an understanding of the application and impact of practical ethics in administrative decision-making. Students will be able to identify primary sources of ethical theory, apply appropriate theory to specific ethical problems, and to differentiate between facts, influences, and assumptions in reaching their conclusions.

PADM S693 JD2 – ST: Employment Law in the Public Sector (3 credits)

Explores the history and background of the employment and labor laws that impact government employees, as well as those of non-profit agencies. Collective bargaining will also be examined in the context of unionized public sector workplaces. Focus is on Alaska statutes, regulations and case law as an example of state and local government law in relation to federal law. Students will be able to identify primary sources of federal and state law and apply appropriate theory to specific public employment or non-profit situations.

PADM S693 JD3 – ST: Selected Topics in Public Administration (3 credits)

Examination of selected topics pertinent to public administration. Course may be repeated, provided course content differs.

PADM S690 – Public Administration Capstone (3 credits)

The final course in the MPA curriculum. Students review, synthesize and apply concepts and methods learned during the degree program to the evaluation of a public or nonprofit organization. Intended as a program review and assessment tool. Prerequisite: Completion of all other MPA core requirements.

2-Year Plan for MPA Degree Completion

2-Year Plan for MPA Degree Completion

YEAR 1		
Fall	Spring	Summer
PADM 601 Introduction to Public Administration (3 credits)	PADM 614 Public Policy and Accountability (3 credits)	Elective (3 credits)
PADM 616 Leadership (3 credits)	PADM 622 Human Resources and Organizational Development (3 credits)	Elective (3 credits)
YEAR 2		
Fall	Spring	Summer
PADM 604 Research Methods in Administration (3 credits)	PADM 688 Program Evaluation (3 credits)	PADM 690 Public Administration Capstone (3 credits)
PADM 628 Public Financial Management (3 credits)	Elective (3 credits)	Elective (3 credits)

Notes:

- All core courses are offered every Spring and Fall terms. Plan accordingly.
- Introductory course (PADM 601) and the capstone course (PADM 690) are also offered every Summer term.
- The plan above is just an example. The main advice is: in the first phase take introductory courses (PADM 601, 604, 614, 616), in the second phase take PADM 622, 628 and some elective courses, and leave PADM 688 and the capstone (PADM 690) for the last phase in the program.

4-Year Plan for MPA Degree Completion

4-Year Plan for MPA Degree Completion

YEAR 1		
Fall	Spring	Summer
PADM 601 Introduction to Public Administration (3 credits)	PADM 614 Public Policy and Accountability (3 credits)	Elective (3 credits)
YEAR 2		
Fall	Spring	Summer
PADM 616 Leadership (3 credits)	PADM 622 Human Resources and Organizational Development (3 credits)	Elective (3 credits)
YEAR 3		
Fall	Spring	Summer
PADM 628 Public Financial Management (3 credits)	PADM 604 Research Methods in Administration (3 credits)	Elective (3 credits)
YEAR 4		
Fall	Spring	Summer
PADM 688 Program Evaluation (3 credits)	PADM 690 Public Administration Capstone (or Elective) (3 credits)	PADM 690 Public Administration Capstone (3 credits)

Notes:

- All core courses are offered every Spring and Fall terms. Plan accordingly.
- Introductory course (PADM 601) and the capstone course (PADM 690) are also offered every Summer term.
- The plan above is just an example. The main advice is: in the first phase take introductory courses (PADM 601, 604, 614, 616), in the second phase take PADM 622, 628 and some elective courses, and leave PADM 688 and the capstone (PADM 690) for the last phase in the program.

Form for the Recommendations

University of Alaska Southeast
 Master of Public Administration
 11066 Auke Bay Way
 Juneau, Alaska 99801

Candidate's Name: _____ Date: _____

Submitted by: _____ How long have you known the applicant? _____

Occupation: _____ Relationship to the Candidate: _____

I have applied for entrance to the Master of Public Administration Program at the School of Management, University of Alaska Southeast. I would appreciate your responses to the following statements.

(Rate 1 – 5, with 1 representing the lowest achievement and 5 representing the highest achievement)					
Rate the applicants:	1	2	3	4	5
Ability to demonstrate a high level of ethical and professional behavior					
<i>Comments:</i>					
Ability to become a successful leader and contribute in the field of Public Administration					
<i>Comments:</i>					
Ability to effectively communicate in both written and oral forms					
<i>Comments:</i>					
Ability to demonstrate problem-solving skills in a variety of situations					
<i>Comments:</i>					
Ability to work effectively in various roles with diverse individuals and groups to achieve common goals					
<i>Comments:</i>					

Please provide a short comment for each of the 5 questions above in the appropriate comment section below the question.

Please e-mail completed form to uas.admissions@alaska.edu Thank you for your time in helping us to assess the candidate in this important process.